

# **Common Myths That Affect Good Supervision**

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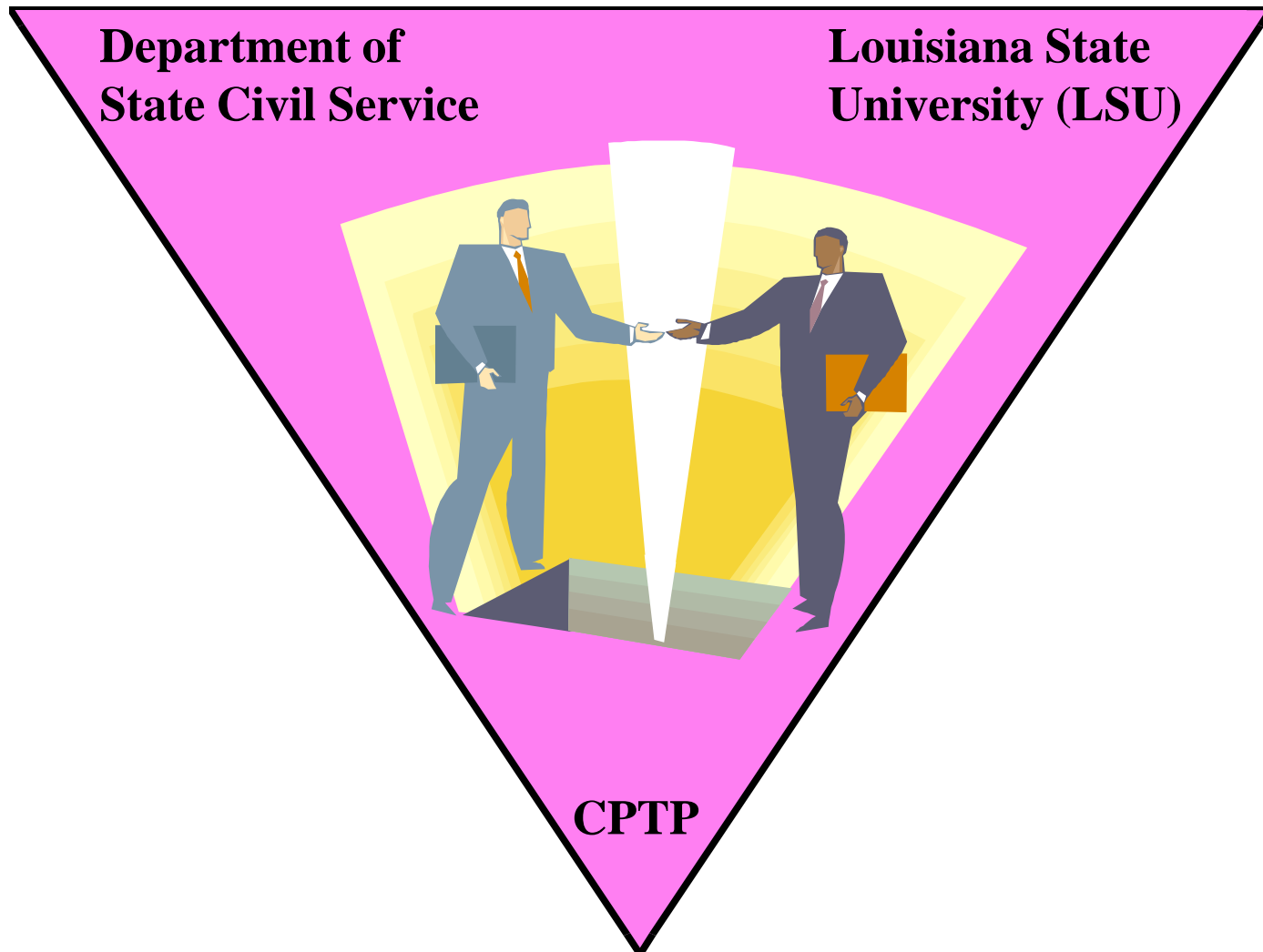
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DEPT. OF STATE CIVIL SERVICE COURSES OFFERED THROUGH THE  
COMPREHENSIVE PUBLIC TRAINING PROGRAM (CPTP):  
(Part of the New Minimum Training Requirement) (Effective 07/01/2008)  
(Supervisory Group 1)

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- Common Myths That Affect Good Supervision (DSCS)
    - Controlling Absenteeism and Tardiness (DSCS)
    - Civil Service Essentials for Supervisors (DSCS)
  - Documenting for Performance and Discipline (DSCS)
    - Performance Planning and Review (DSCS)
    - *Developing a Motivated Work Group (LSU)*
      - *Strategies for Supervisory Success (LSU)*
- Or*
- *Elements of Supervisory Practices (Part 1) (LSU)*

# DELIVERY STRUCTURE OF TRAINING PROGRAM



# **Comprehensive Public Training Program (CPTP)**

(225) 342-8539 (General Line) (CPTP Office)



DEPARTMENT OF STATE CIVIL SERVICE WEBSITE ADDRESS

[www.civilservice.la.gov](http://www.civilservice.la.gov)



# HOUSEKEEPING ISSUES

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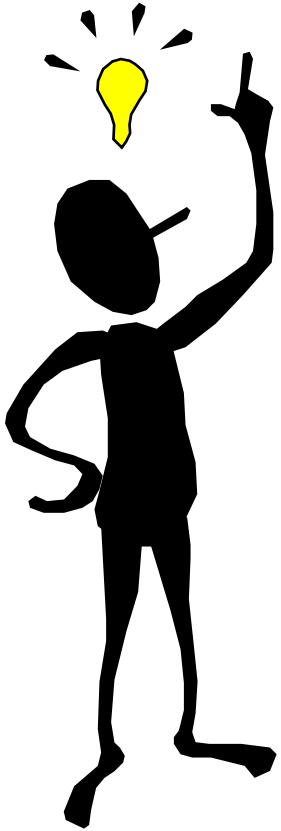


- Class Time
- Class Breaks and Lunch
- Class Format
- Group Work
- Selection of Group Leaders
- Test Information
- Places to Eat
- Location of Snacks
- Location of Restrooms

# JOB OF THE GROUP LEADER



- Speak on behalf of your group
- Write your group's answers down
- Solicit comments from each member of your group
- Keep your group on point



YOU CAN ONLY

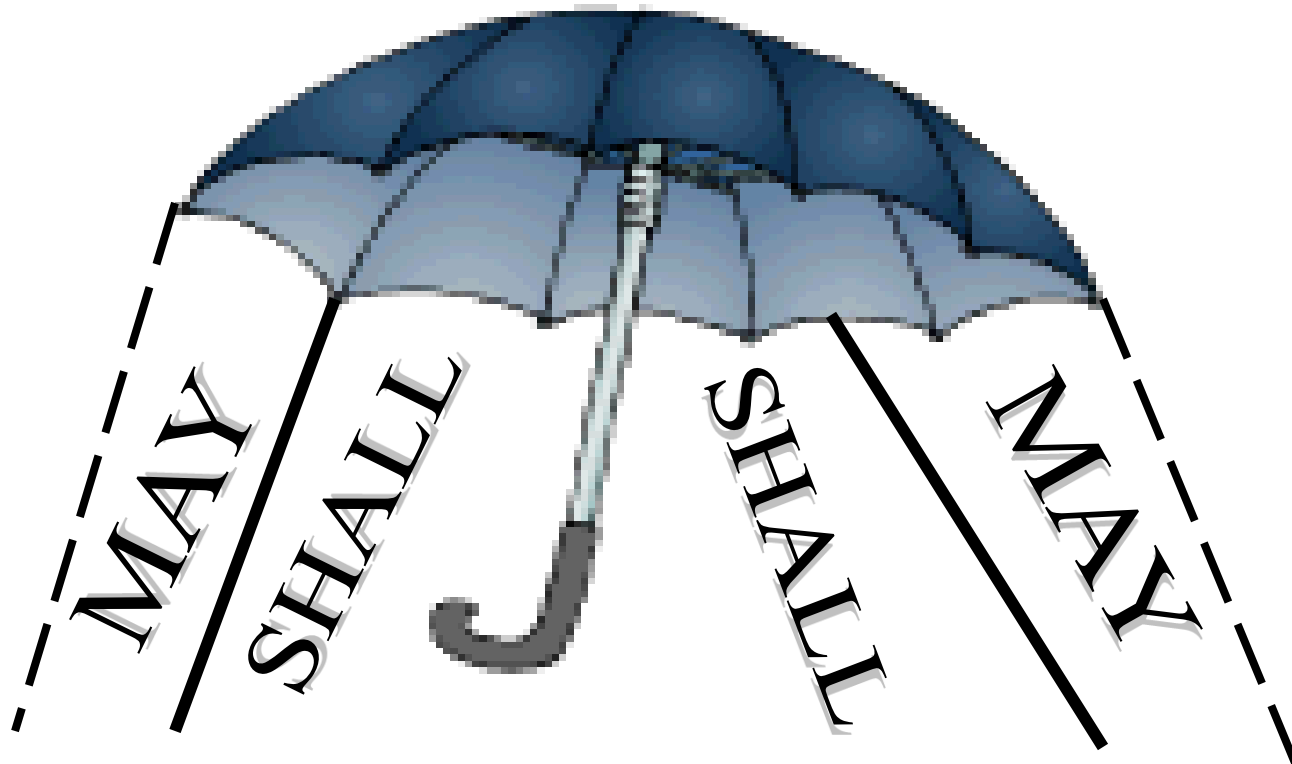
CONTROL

WHAT YOU CAN

CONTROL



# CIVIL SERVICE RULES



AGENCIES

CIVIL SERVICE  
RULES

AGENCY  
POLICIES



ARE NOT ALWAYS THE SAME

(C.S. SHALL VS. C.S. MAY RULES)

# HISTORY OF CIVIL SERVICE





# Myth

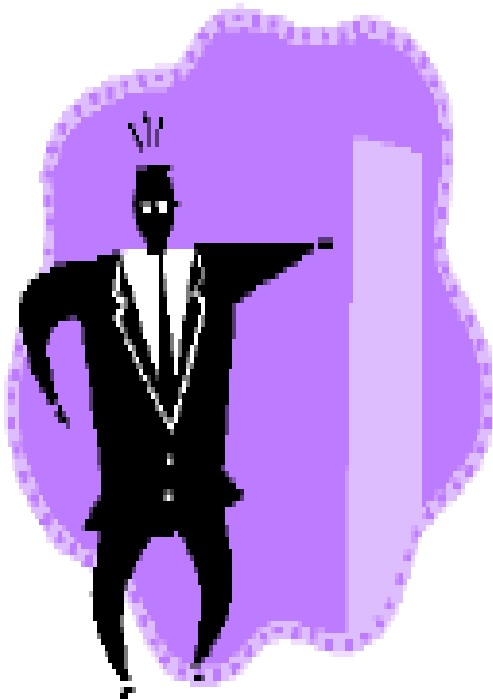
“An unfounded or false notion.”

# CLASS EXERCISE

## IDENTIFYING MYTHS THAT EXIST AT YOUR AGENCY



# **Myth # 1 - “You can’t fire a state employee.”**



- Discourages agencies from dismissing when appropriate.
- Civil Service does not exist to protect poor conduct and performance.
- Civil Service exists to promote excellent performance, conduct, customer service and personal accountability.

# Number of Separations vs. Appeals

Data reported by year for 2006,2007,and 2008	2006	2007	2008
<b>Total Separations</b>	<b>2239</b>	<b>2249</b>	<b>2111</b>
<b>Separations Appealed</b>	<b>107</b> (5%)	<b>86</b> (4%)	<b>150</b> (7%)
<b>Separations Reversed</b>	<b>8</b> (7%) (<1%)	<b>14</b> (16%) (<1%)	<b>2</b> (1%) (<1%)

**This data includes those who resigned to avoid dismissal.**

# APPEALS

(External Civil Service Process)

# GRIEVANCES

(Internal Agency Process)



# ARE NOT THE SAME THINGS



# **Probation is a working test period!**

- Lasts from 6 to 24 months.
- Don't have to give reasons for separation, but give them a fair chance!
- Consider separating if not fully satisfactory; you're probably seeing their BEST.

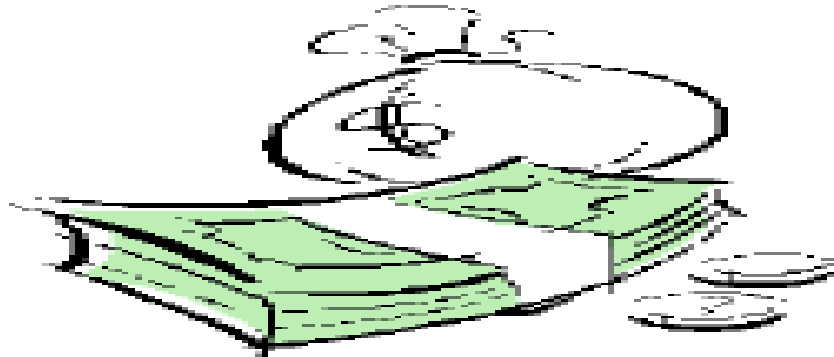


# **Probation is a working test period!**



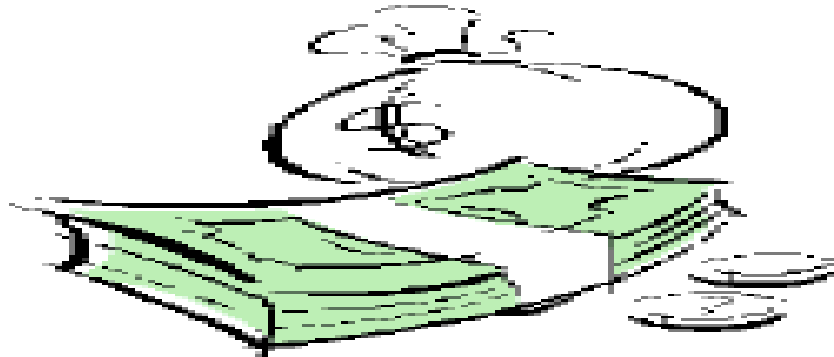
- Treat probational employees as you would want to be treated. Give them proper guidance and training.
- Limited appeal rights upon separation. Limited to claims of discrimination based on race, sex, religious affiliation, or political affiliation.
- The probationary period is a vital part of the entire selection process. Consider it an extension of the interview.

## **Myth # 2 - “Merit increases are automatic unless you’re at your max.”**



- Merit increases are not automatic!
- They should be DESERVED. They are not a property right.
- It is not a disciplinary action to withhold the granting of a merit increase. There are very limited appeal rights.

## **Myth # 2 - “Merit increases are automatic unless you’re at your max.”**



- Not granting a merit increase should never come as a surprise to an employee.
- May still withhold the granting of a merit increase even if the overall rating is satisfactory or better.
- Avoid using the word “deny” regarding merit increases. Use “grant” or “not grant” instead.

# CLASS EXERCISE

EXAMPLES OF BEHAVIOR THAT DESERVE  
A “POOR” OR “NEEDS IMPROVEMENT”  
PPR RATING

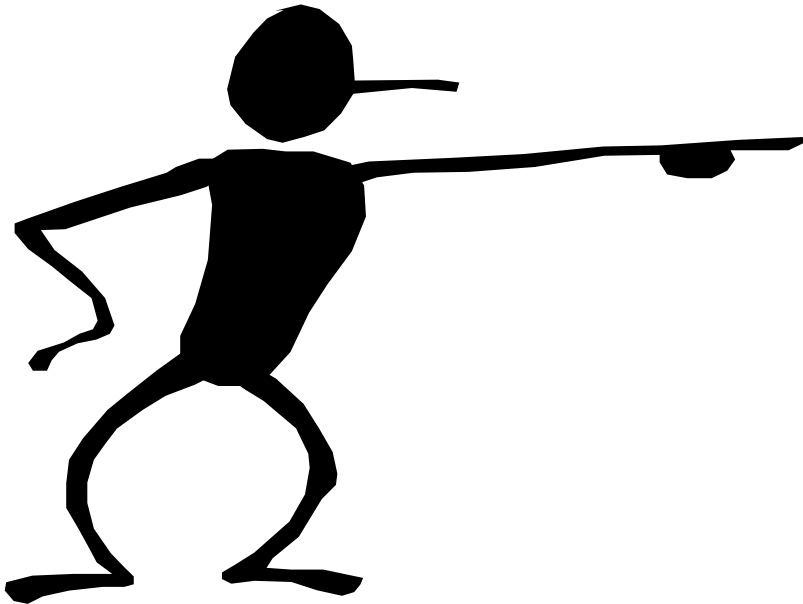


## **Myth # 3 – “All employees must be treated the same.”**

- People are different. Treat them differently.
- Persons with job-related problem behavior or poor performance can be held to standards not applied to all.
- As a general rule, treat those in similar circumstances in a similar manner.



# DEFLECTORS



“What about them?”

“What about him?”

“What about her?”

# CLASS EXERCISE

## HANDLING PROBLEM SITUATIONS





The beatings will continue until  
employee morale improves.



List 5 things  
that motivate you professionally.

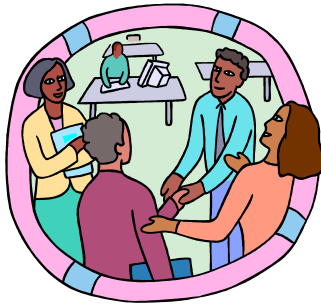


“The deepest principle  
of human nature is  
a *craving* to be  
appreciated.”

William James



# Remember the 4P's of management!



Praise in Public



Punish in Private

I'm behind you all the way, boss!



## **Myth # 4 - “There’s nothing I can do to reward or motivate good employees.”**

- Money is not a long-term motivator.
- Praise and thank your employees!
- C.S. rules sometime permit pay as incentives.
- Use Rewards and Recognition Programs.



# LAWS REGARDING BREAKS



## FEDERAL

The FLSA does not require an employee to have a lunch break or any other kind of break.



## STATE

There is NO Louisiana State Law that requires an employee to have a lunch break or any other kind of break, unless that person is a minor (under the age of 18).

## STATE OF LOUISIANA MINOR LABOR LAW



1950 Louisiana Revised Statutes (as amended)

Title 23, Chapter 3, Subsection 3



Minors, under the age of 18, must be given a 30-minute break after 5 hours of work.

**Myth # 5 -“My employees waste a lot of time on personal matters, but I can’t do anything about it.”**



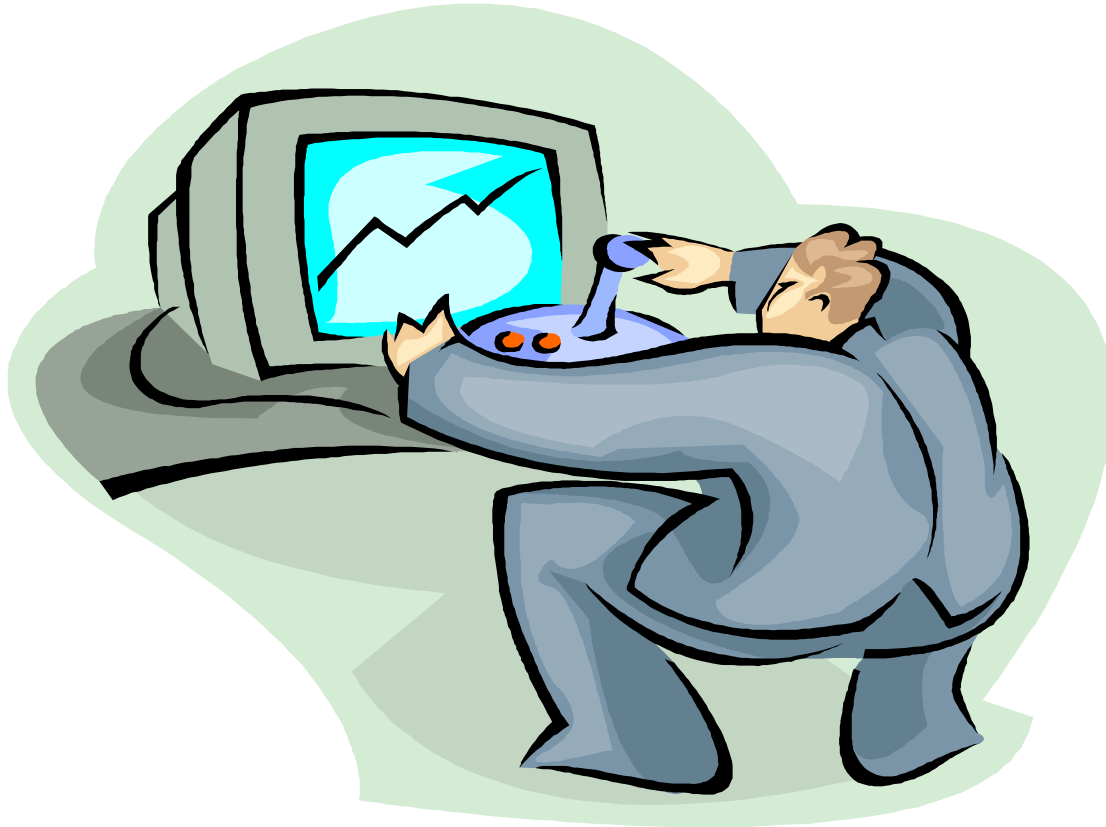
**Oh yes  
you can,  
and you  
should!**



# M.I.A.'s (Missing in Action)



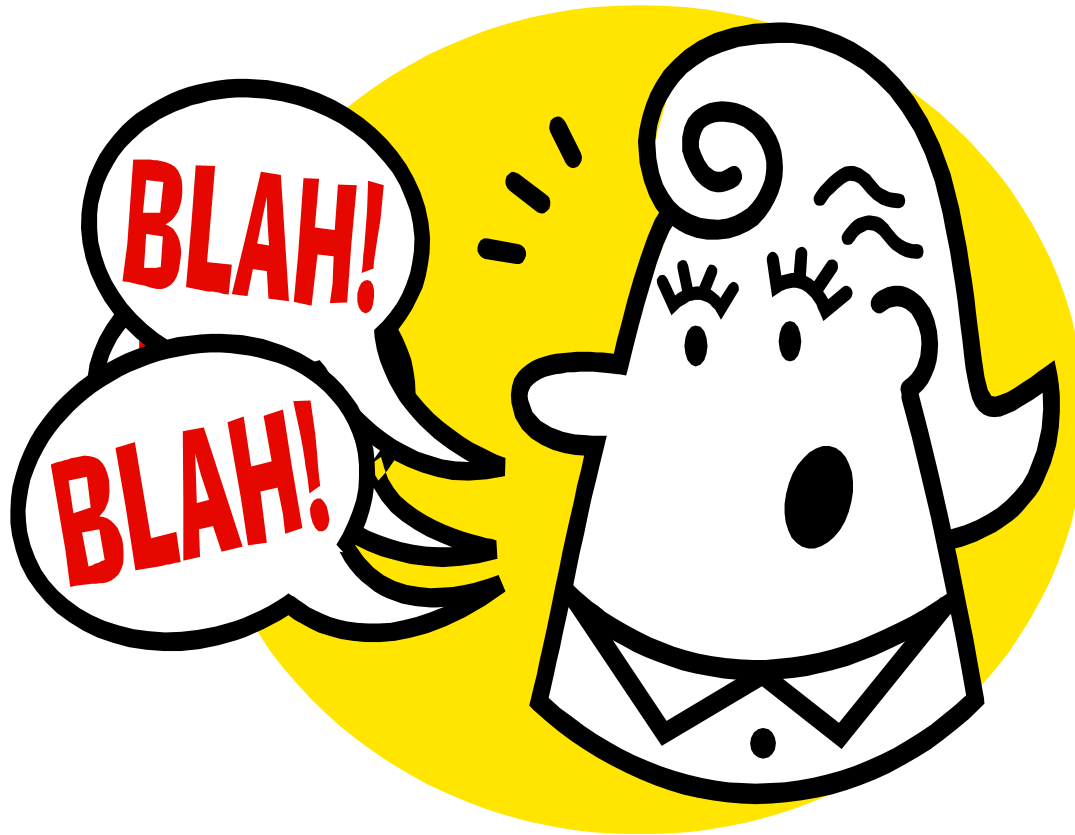
# MINIMIZERS



# READERS



# TALKERS



# Get Your Chain's Support!

## Discuss:

1. Problems being caused.
2. Advantages of change/action
3. Drawbacks of inaction
4. Your proposed solution!



# CLASS EXERCISE

## HANDLING PROBLEM SITUATIONS



## **Myth # 6 – “I’ve *earned* that leave and I can use it whenever I want.”**

- Consider the greater good!
- Lead by example.
- Notify before changing the method of managing leave.
- Employees with behavior problems should be handled differently.



# Family and Medical Leave Act (FMLA)



- Up to 12 workweeks of job-protected leave during a 12-month period.
- For us, accrued, appropriate paid leave used first. If it runs out, then leave without pay.
- “FMLA leave” is not a separate pot of leave.



# **Family and Medical Leave Act (FMLA)**

## **Who is eligible?**



- Worked for the state for a total of at least 12 months.
- Actually worked (leave doesn't count) at least 1,250 hours during the 12 months prior to beginning of FMLA use.

# FMLA - Reasons for Use



- Birth of and care of newborn.
- Placement for adoption or foster care and care for newly placed child.
- To care for spouse, child or parent with a “serious health condition.”
- One’s own “serious health condition.”

# **More FMLA Rules:**

**If both spouses work for the state:**



## **Combined total of 12 weeks.**

Birth of a Child

Adoption or Foster Care of a Child



## **Each gets a total of 12 weeks.**

To Care For a Sick Child

Employees Own Serious Health Condition

# **FMLA Definitions:**

## **Parent**



Does NOT mean parent-in-law

May be a natural parent or the person that served as a parent and has given financial support and was responsible for care.

## **Child**



Does not mean a child 18 years of age or older, unless that child is incapable of self-care due to a physical or mental disability.

# Additional FMLA Rules



- Employee must provide a 30-day advance notice to employer when practicable and foreseeable.
- Employee must provide medical confirmation to an employer upon request. (Employer must allow employees at least 15 days to produce it.)
- Employers can require employees to obtain a 2<sup>nd</sup> and 3<sup>rd</sup> medical opinion. (At the employer's expense.)
- Employers can require employees to obtain periodic re-certification of the medical condition.
- Employers can require employees to provide periodic reports during FMLA leave regarding their status and intent to return to work.
- Employers must provide notice to employees of the designation of leave as FMLA leave within one or two business days.

# Agency Options For FMLA Years:



Calendar Year

Fiscal Year

Anniversary Date

FMLA Year (from 1<sup>st</sup> FMLA Use)

A Rolling 12-month period backward

# Removal for Absence from Work



- Rule 12.6 (a) 2 – Every agency can use it
- To encourage good attendance
- Non-disciplinary (clean) removal
- 7 or more unscheduled absences within any consecutive 26-week period

# REASONS FOR NON-DISCIPLINARY “CLEAN” REMOVAL FROM A JOB



- Does not complete mandatory training by the deadline date
- Loses a license or certification required by law for that job
- Holds more than one position with the state causing an agency to pay overtime under FLSA
- Exhausts sick leave balance below 8 hours and still cannot perform the essential functions of the job due to illness or injury
- Has 7 or more unscheduled absences in any 26 consecutive week period



ELIGIBILITIES MAINTAINED IF REMOVED FROM A JOB OR  
LEAVE IN “CLEAN” STANDING (VOLUNTARY RESIGNATION)

(THESE ARE ELIGIBILITIES, NOT RIGHTS)



- Non-Competitive Reemployment eligibility for 10 years
- Unused Leave re-credited within 5 years
- Former rate earned with no time limit

# RAMIFICATIONS OF BEING DISMISSED (FIRED) FROM A JOB OR RESIGNING TO AVOID DISMISSAL



If you are dismissed (fired) or resign to avoid dismissal, you lose all eligibilities

# Annual Leave



- Annual leave can be denied!
- No abuse if supervisor OK's it (so don't OK automatically).
- BUT, must approve for FMLA. (Use sick leave first for your own illness.)

# CLASS EXERCISE

## ANNUAL LEAVE



# Sick Leave



- Use of legitimate, accrued sick leave cannot be denied.
- Doctor's statement can be required at any time, and can be for one but not for all. (check your agency's policy first)
- If no doctor's statement - may be placed on leave without pay and possibly disciplined.

# CLASS EXERCISE

## SICK LEAVE



# Leave Without Pay



- Authorized “Leave without Pay” requires a leave slip and can be taken only if it is approved by the supervisor.
- Unauthorized “Leave without Pay” does not require a leave slip but documentation of dates and times should be maintained.

# Compensatory Leave



- It is the agency's decision, whether or not the employee will receive compensatory time or pay for overtime worked. It is not the choice of the employee.
- An appointing authority may require an employee to take all or part of his/her earned compensatory leave at any time, unless the employee wants to use his/her sick leave for valid sick leave purposes.
- An appointing authority may require an employee to use his/her compensatory leave that was earned at the time and ½ rate before he/she uses compensatory leave that was earned at the straight rate.
- An employee cannot use his/her compensatory leave without first getting agency approval.



# Tardiness



- Unacceptable; don't tolerate.
- “Duty-ready” at work station at the beginning of business.
- Annual leave for frequent tardiness encourages the practice.
- No “grace period”!
- You may place tardy employees on leave without pay for the periods of tardiness, for as little as 6-minute increments. Add these up every payroll period for the attendance sheet. This is not a disciplinary action.
- Ask the tardy person to explain his/her behavior before it becomes habitual. Take steps to correct it before the employee thinks it is acceptable.

# More Myths



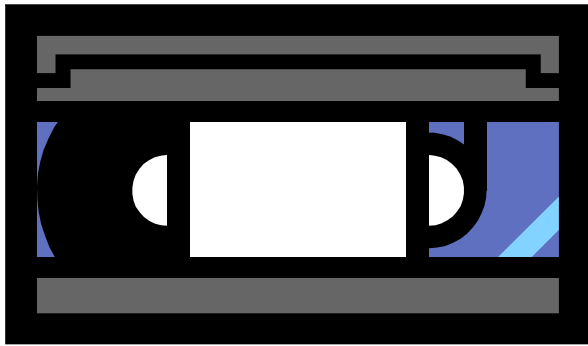
- Must promote from within first
- Must promote senior person first
- Agency cannot require overtime

# Even More Myths



- You can't make me do anything that's not in my job description
- My agency cannot change my shift
- Must always hire at the range minimum
- Ex-employees have reemployment rights

# Employee Video



“State  
Employment:  
Advantages and  
Responsibilities”

# IMPORTANT INFORMATION:

## COURSE EVALUATIONS

- Anonymous
- Place them face down when finished

## TEST REVIEW

- Answer as a group
- Questions are not direct questions from the actual test

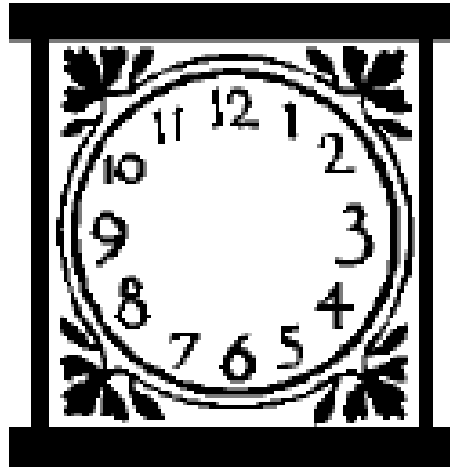
## TESTS

- Do not write on the test itself.
- Only write on the answer sheet.
- A passing grade is 70 or better.
- The test is not a group activity.

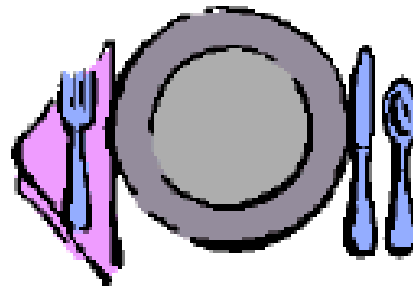
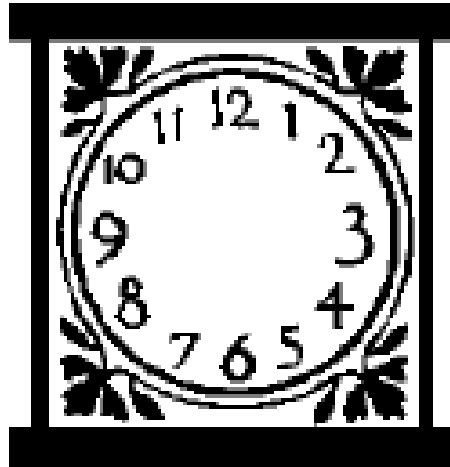


PLEASE DO NOT  
FORGET TO PICK UP  
YOUR CERTIFICATES OF  
COMPLETION BEFORE  
YOU LEAVE!

# MORNING BREAK



# LUNCH BREAK



# AFTERNOON BREAK

